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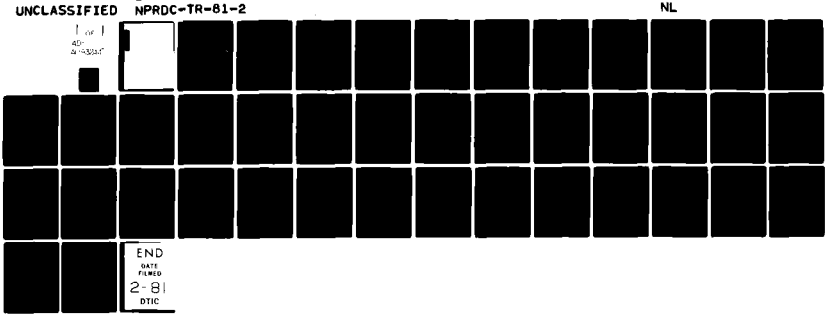

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JOB SATISFACTION MEASURES AS PREDICTORS OF RETENTION FOR NAVY ENLISTED PERSONNEL

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Responses made by members of four representative ratings to the job satisfaction items on the Navy Occupational Task Analysis Program (NOTAP) surveys were analyzed to determine the relationship between job satisfaction and intent to reenlist. Response data obtained from enlisted personnel in a survey of career counselor effectiveness were analyzed to determine actual reenlistment behavior, since this information could not be obtained from NOTAP data.

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Results showed that enlisted personnel were most satisfied with aspects of the work itself and their relations with others and least satisfied with aspects related to military life. Those in lower pay grades and those nearing the end of their first enlistment were least satisfied with aspects of both work and military life.

Aspects related to the work itself predicted overall job satisfaction, while those related to military life predicted reenlistment intent. Reenlistment intent was highly related to actual reenlistment, while other variables (including job satisfaction) added little to prediction of enlistment.

FOREWORD

This effort was initiated in response to a request from the Naval Military Personnel Command (NMPC-5) to determine whether responses to the job satisfaction section of the Navy Occupational Task Analysis Program surveys would be useful for predicting retention. It was conducted within Exploratory Development Task Area ZF55-521-031 (Occupational Structures and Methodology).

The assistance of the following persons is gratefully acknowledged: Ms. Susan Hilton for data processing support, and Ms. Hazel F. Schwab and Ms. Glynis Terry for clerical support.

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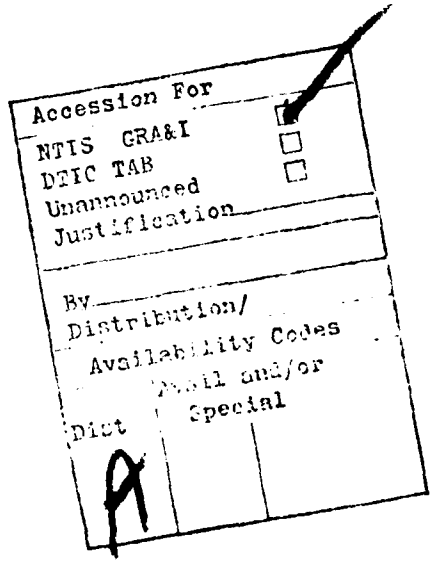

SUMMARY

Problem and Background

Increasing the retention rate of first-term enlisted personnel is an important Navy goal. The failure of such persons to reenlist at the end of their first enlistment period has resulted in increased costs associated with recruitment, selection, placement, and training.

To address this problem, the Naval Military Personnel Command (NMPC-5) requested this Center to determine whether responses to the job satisfaction items included in the Navy Occupational Task Analysis Program (NOTAP) surveys would be useful in predicting retention. The NOTAP surveys, which are administered rating-by-rating in a 4-year cycle, were designed to obtain information on the specific tasks performed and the tools and equipments used by personnel in the various Navy ratings.

Objectives

The primary objectives of this effort were to determine, first, whether responses to the NOTAP job satisfaction items are useful in predicting reenlistment intent; and, second, the degree to which job satisfaction and reenlistment intent are related to retention, as measured by actual reenlistment.

Because the NOTAP surveys are extremely time-consuming, often containing over 1000 items, a secondary objective was to increase their efficiency by determining whether (1) alternative formats and presentation methods could be used more effectively, and (2) the number of items could be reduced.

Method

1. Responses made by members of four representative Navy ratings to NOTAP job satisfaction items were analyzed, using multiple regression and cross-validation procedures, to determine how they related to reenlistment intent. Because actual reenlistment behavior could not be determined from NOTAP data, data obtained from a survey of Navy career counselor effectiveness (COUNSEFF) were also analyzed. The COUNSEFF survey included 14 items on career satisfaction, as well as identifying data needed to determine actual reenlistment behavior.

2. The correlation between reenlistment intent and actual reenlistment was obtained for the COUNSEFF sample, both including and excluding people in special reenlistment programs. Also, COUNSEFF data were used to predict reenlistment intent and actual reenlistment, using multiple regression and cross-validation procedures.

3. One-way analyses of variance (ANOVAs) were performed on responses of the NOTAP and COUNSEFF samples to job satisfaction items by pay grade, length of service, and ability levels.

4. Finally, the 38 NOTAP job satisfaction items were factor analyzed, using the common factor model with oblique rotation, to determine whether the number of items used could be effectively reduced.

Results

1. NOTAP respondents were most satisfied with aspects of their jobs related to the work itself (e.g., opportunity to see work results) or to their relations with others (e.g., relations with supervisors), and least satisfied with aspects of their jobs related to

military life (e.g., housing and opportunity to select location of duty station). Those in lower pay grades and those nearing the end of their first enlistment were least satisfied with all aspects examined.

2. For the NOTAP sample, overall job satisfaction was predicted by variables related to the work itself (e.g., job challenge); and military career satisfaction, by overall job satisfaction and variables related to rewards. Reenlistment intent was better predicted by satisfaction with aspects of military life than by the work itself. When military career satisfaction was used as a predictor of reenlistment intent, the addition of other job satisfaction items did not improve prediction.

3. For COUNSEFF respondents, actual reenlistment was highly related to reenlistment intent. Job satisfaction measures predicted reenlistment intent better than they predicted actual reenlistment.

4. When personnel who had already made some commitment through special reenlistment programs were included in a sample of first enlistment personnel, the correlation between reenlistment intent and actual reenlistment was spuriously increased.

5. Nine major factors resulted from the factor analysis of the 38 NOTAP job satisfaction items: work opportunities, pay and housing, subordinates, supervisors, management, Navy career, pressures, ability to do specific job, and professionalism.

Conclusions

1. Both reenlistment intent and actual reenlistment can be better predicted by measures of organizational commitment than by satisfaction with specific job aspects.

2. Most of the information obtained from the 38 NOTAP items could be obtained using fewer items, tapping nine factors.

Recommendations

1. The number of NOTAP job satisfaction items should be reduced by selecting one or two items with high loadings on each identified factor.

2. Items asking respondents to identify the five most and least satisfying tasks performed and tools and equipments used should be added to the NOTAP surveys.

3. Items measuring organizational commitment should be added to the NOTAP surveys.

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INTRODUCTION

Problem and Background

Increasing the retention rate of first-term enlisted personnel is an important Navy goal. The failure of such persons to reenlist at the end of their enlistment period has resulted in increased costs associated with recruitment, selection, placement, and training.

To address this problem, the Naval Military Personnel Command (NMPC-5) requested this Center to determine whether responses to the job satisfaction items included in the Navy Occupational Task Analysis Program (NOTAP) surveys would be useful in predicting retention. The NOTAP surveys, which are administered rating-by-rating in a 4-year cycle, were designed to obtain information on the specific tasks performed and the tools and equipments used by personnel in the various Navy ratings. They are administered either on-site or by mail to large samples of personnel in specific ratings at a representative sample of commands, with an oversampling of personnel assigned to ships or squadrons.

Although the relation between job satisfaction and retention has been fairly well established (Goldman, 1973; Porter & Steers, 1973; Tuttle & Hazel, 1974), all aspects of satisfaction do not appear to be related to retention. In examining 22 overall and specific job factors, Waters and Roach (1973) found that only two measures of the work itself and one measure of overall satisfaction correlated significantly with turnover and absenteeism upon replication.

Satisfaction with organization-level variables may be more related to retention than is satisfaction with specific job-level variables. For example, Porter, Steers, and Boulian (1973) define one of these organization-level variables, organizational commitment, as (1) a strong belief in, and acceptance of, the goals of the organization, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a definite desire to maintain organizational membership. They found that a measure of the first two of these components was predictive of turnover after several months, while measures obtained from the Job Descriptive Index (Smith, Kendall, & Hulin, 1969) were not. Other studies (Koch & Steers, 1976; Mowday, Steers, & Porter, 1978) found similar results. Hellriegel and White (1973) found that retention was more strongly related to organization-wide variables, such as opportunities for advancement and salary, than to satisfaction with the job itself. In a study of Navy personnel, Drexler (1975) found that organization-wide factors were more predictive for true volunteers than were such group-level variables as supervisory and peer leadership. For draft-avoidant enlistees, however, no relationship was found between job satisfaction and retention. Other studies have found that satisfaction with the organization and satisfaction with the work itself were about equally related to retention (Edwards, 1978; Kraut, 1975).

Dissatisfaction with pay often is considered a cause for changing jobs, yet some evidence (Hulin, 1968; Kraut, 1975) suggests that perception of the fairness of the pay system is as important as the actual amount of pay. Hellriegel and White (1973) suggest that employees may become dissatisfied with other aspects of their jobs, and then look for alternatives that pay better.

Expressed intent to remain in an organization appears to be a better measure of actual retention than are measures of satisfaction with pay, the work itself, or the organization. Nealey (1972) and Kraut (1975) suggest that intent may be superior because it is a composite of the specific satisfiers important to each individual. Because these important satisfiers may differ from person to person, prediction of turnover from any one satisfaction measure may be low. If Nealey and Kraut are right, a measure of intent may be all that is needed to predict retention; little would be gained by adding specific

satisfaction items. Air Force researchers (e.g., Gould, 1976) have used reenlistment intent alone in predicting actual reenlistment.

Intent to remain in an organization may be useful as an intermediate criterion, substituting for actual retention information, because of the strong relationship between the two variables. In a study using intent as the criterion, Kraut (1975) found a moderate relationship (r's in the 20s and 30s) with both satisfaction with the work itself and satisfaction with the organization. Mitchell and Albright (1971), however, found that, for naval aviation officers, factors related to the work itself were more highly related to intent to remain than were factors related to the organization or pay.

Because intent to remain and actual retention are not perfectly correlated, results from studies using intent should be validated using actual retention. Even if satisfaction with the job itself and with the organization are highly related to intent to remain, other factors, such as the job market, may have an overriding effect on the subsequent, actual decision.

Objectives

The primary objectives of this effort were to determine, first, whether responses to the NOTAP job satisfaction items are useful in predicting reenlistment intent; and, second, the degree to which job satisfaction and reenlistment intent are related to retention, as measured by actual reenlistment.

Because the NOTAP surveys are extremely time-consuming, often containing over 1000 items, a secondary objective was to increase their efficiency by determining whether (1) alternative formats and presentation methods could be used more effectively, and (2) the number of items could be reduced.

METHOD

Sample

From the 1974-75 NOTAP data base, four ratings--Aviation Machinist's Mate (AD), Electronics Technician (ET), Torpedoman's Mate (TM), and Yeoman (YN)--were selected for use in the job satisfaction analysis to provide a representative sample of Navy career areas. The subsample sizes, which include personnel in all pay grades, are shown in Table 1.

Table 1

Ratings Included in the Analysis

Rating	Abbreviation	Sample Size	Administration Date
Aviation Machinist's Mate	AD	2539	August 1974
Electronics Technician	ET	2463	June 1975
Torpedoman's Mate	TM	735	March 1975
Yeoman	YN	2772	August 1975

From the NOTAP data bank, responses made by sample members to the 38 job satisfaction items were selected for study, along with their responses to items assessing intent to reenlist and demographic data (e.g., length of service (LOS), sex, and pay grade). Figure 1 shows the specific job satisfaction questions and abbreviated titles. Unfortunately, however, the NOTAP data did not include social security numbers or other identifying information. Therefore, it was not possible to determine the actual reenlistment behavior of sample members, which is necessary to determine how satisfaction or reenlistment intent relate to actual reenlistment. As a result, data obtained on 1931 Navy enlisted personnel, who had participated in a survey of Navy career counselor effectiveness (COUNSEFF) (Robertson, Ward, & Royle, 1977) were also analyzed. The COUNSEFF survey included 14 items on career satisfaction, as well as demographic items and identifying data needed to determine actual reenlistment behavior. Figure 2 illustrates these 14 career satisfaction items and the various scales used to measure them.

The May 1977 Navy enlisted master tape records for those individuals in the COUNSEFF sample were examined to identify (1) those who had reenlisted since the time of the survey, (2) those who had left the Navy, and (3) those who were in a second or subsequent enlistment at the time of the survey, or who had not reached the end of their enlisted active obligated service (EAOS) by May 1977. Further, the COUNSEFF data base was examined to identify persons who might have reenlisted before the end of their EAOS. Many people reenlist at some point between the first and last years of their first enlistment to take advantage of two Navy incentive programs--Selective Training and Retention (STAR) and Selective Conversion and Retention (SCORE)--which provide accelerated advancement and selective training or rating conversion in return for a reenlistment agreement. Therefore, since the career decisions of these people may be made long before the end of their obligated service, including them in a sample of first enlistment personnel would tend to spuriously increase the relationship between intent and actual reenlistment. From the COUNSEFF data base, it was possible to identify (1) first-enlistment personnel with less than 6 years of service at the time of the survey, (2) second-enlistment personnel with less than 6 years of total service (mostly participants in STAR and SCORE programs), and (3) all others.

Analyses

1. The NOTAP and COUNSEFF samples were randomly divided into prediction and cross-validation groups, with ratios of about 60 and 40 percent, respectively.

2. One-way analyses of variance (ANOVAs) were performed on responses of the NOTAP and COUNSEFF samples to individual job satisfaction items by (a) pay grade, (b) length of service, (c) aptitude (as measured by the General Classification Test), and (d) years of education.

3. For the NOTAP sample, two-tailed t-tests were used to compare job satisfaction of men and women in the same pay grade. Cross-rating comparisons were not made for the NOTAP sample because (a) the response scale used for ADs differed from the scale used for the other three ratings, (b) the surveys had been administered to the four ratings at different times, and (c) there were different pay grade mixes in each rating. However, ANOVAs were performed by ratings for the COUNSEFF sample.

PART D - JOB SATISFACTION

For each of the following statements answer the question: HOW MUCH IS THERE NOW?

	Item	Short Title
1.	Opportunity to do Worthwhile Work	(Worthwhile Work)
2.	Job Appeal	(Job Appeal)
3.	On-the-job Training	(O-J Training)
4.	Formal School Training for the Job	(School Training)
5.	Adequate Tools/Supplies to do the Job	(Tools/Supplies)
6.	Recognition for Work Done	(Recognition)
7.	Freedom to do the Entire Job	(Entire Job)
8.	Freedom from Job Pressures	(Pressures)
9.	Guidance Received to do a Job	(Guidance)
10.	Opportunity to do the Job for which You are Best Qualified	(Best Qualified)
11.	Adequacy of Work Surroundings (such as hazardous conditions)	(Surroundings)
12.	Opportunity to see Work Results	(See Results)
13.	Freedom from Frequent Job Changes Within the Activity	(Job Change)
14.	Job Challenge	(Challenge)
15.	Competence of Supervisors	(Comp of Supers)
16.	Working Relationships with Supervisors	(Rels with Supers)
17.	Competence of Subordinates	(Comp of Subords)
18.	Working Relationships with Subordinates	(Rels with Subords)
19.	Acceptance of Your Recommendations	(Accept Recs)
20.	*Opportunity to Demonstrate Your Capability*	(Demo Capability)
21.	Opportunity to Contribute	(Contribute)
22.	Opportunity for Prestige and Status Within the Organization	(Prestige/Status)
23.	Opportunity for Helping Others	(Help Others)
24.	Opportunity to Select Location of Duty Station	(Select Duty Sta)
25.	Satisfaction with Present Duty Station	(Sat with Duty Sta)
26.	Proper Utilization of Money	(Money)
27.	Proper Utilization of Material	(Material)
28.	Proper Utilization of Personnel	(Personnel)
29.	Opportunity for Advancement	(Advancement)
30.	Adequacy of Pay/Allowances	(Pay/Allowances)
31.	Adequate BEQ/Barracks	(BEQ/Barracks)
32.	Adequate Shipboard Living Spaces	(Shipboard Living)
33.	Adequate On-Base Housing	(On-Base Housing)
34.	Adequate Off-Base Housing	(Off-Base Housing)
35.	Deployment from Homeport	(Deployment)
36.	Working Schedule (Tempo of Operations)	(Working Schedule)
37.	Overall Job Satisfaction	(Job Sat)
38.	Overall Military Career Satisfaction	(Mil Car Sat)

Figure 1. Job satisfaction items from the NOTAP task inventory booklet (short titles were added for this study). For ADs, responses were based on a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present. For ETs, TMs, and YNs, responses were based on a 7-point scale, where 1 = Very little satisfaction present and 5 = Very much satisfaction present.

QUESTIONS ABOUT YOUR JOB INTERESTS AND EXPERIENCES

D23. Rating Sat. Of all Navy ratings, I think my rating (or the one for which I'm striking) gives me the best chance to do interesting work and work that I can do well.

1. Disagree strongly.
2. Disagree.
3. Disagree slightly.
4. Agree slightly.
5. Agree.
6. Agree strongly.

D24. Billet Sat. My particular job in my present division gives me a chance to do interesting work.

1. Disagree strongly.
2. Disagree.
3. Disagree slightly.
4. Agree slightly.
5. Agree.
6. Agree strongly.

D25. Involvement. Some people are completely involved in their job--they are absorbed in it day and night. For other people, their job is simply one of their several interests. So far as my involvement in my job, I feel:

1. Very slightly involved.
2. Slightly involved.
3. Moderately involved.
4. Strongly involved.
5. Very strongly involved.

D26. Extra Work. How often do you do some extra work for your job that isn't really required of you?

1. About once a month or less.
2. Once every few weeks.
3. About once a week.
4. Several times a week.
5. Almost every day.

D27. Choose Rating. If you were a recruit all over again and could choose your rating, would you choose the same one?

1. Definitely not.
2. Probably not.
3. Probably.
4. Definitely.

Considering that we all have some "good days" and some "not so good days," how often during the past year has:

D28. Personal Prob. Your family or personal matters irritated or upset you so that they interfered with your concentration or proper performance while doing your job?

1. Daily or more often.
2. A few times per week.
3. About once per week.
4. About twice a month.
5. Few times a year.
6. Never.

D29. Situational Prob. Your command's operational activities or your office conditions irritated or upset you so that they were "on your mind" while doing your job.

1. Daily or more often.
2. A few times per week.
3. About once per week.
4. About twice a month.
5. Few times a year.
6. Never.

Figure 2. Selected job satisfaction items and response scales excerpted from the COUNSEFF survey. Short underlined titles were added for this study.

D30. Career Intent. I will most likely desire to terminate my active duty after:

1. As soon as I can be released.
2. 6-7 years of service.
3. 8-9 years of service.
4. 10-12 years of service.
5. 13-19 years of service.
6. A 20-year career.
7. A 22-25 year career.
8. A 26-year (or more) career.

D31. Life Sat. I am satisfied with my life in general; this includes personal life, health, work situation, family and relatives, and prospects for the future.

1. Disagree strongly.
2. Disagree.
3. Disagree slightly.
4. Agree slightly.
5. Agree.
6. Agree strongly.

D39. Amount Used. For my qualifications and interests, I think I have taken _____ advantage of all Navy programs and benefits.

1. No.
2. Hardly any.
3. Fairly good.
4. Considerable.
5. Complete.

What is your impression of the enthusiasm of the senior petty officers in your division?

E03. P. O. Career. Regarding their opportunities, challenges, and satisfaction of a Navy career for themselves?

1. Very negative.
2. Fairly negative.
3. Slightly negative.
4. Fairly high.
5. Very high.
6. Extremely high.

E04. P. O. Pride. Regarding their pride in their unit carrying out its mission?

1. Very negative.
2. Fairly negative.
3. Slightly negative.
4. Fairly high.
5. Very high.
6. Extremely high.

What is your impression of the enthusiasm of the junior officers in your division?

E05. J. O. Career. Regarding their opportunities, challenges, and satisfaction of a Navy career for themselves?

1. Very negative.
2. Fairly negative.
3. Slightly negative.
4. Fairly high.
5. Very high.
6. Extremely high.

E06. J. O. Pride. Regarding their pride in their unit carrying out its mission?

1. Very negative.
2. Fairly negative.
3. Slightly negative.
4. Fairly high.
5. Very high.
6. Extremely high.

Figure 2. (Continued).

4. Stepwise multiple regressions were performed to predict reenlistment intent for NOTAP respondents--including and excluding the item on military career satisfaction (No. 37 in Figure 1). Since predictors and weights may differ at different times in a military career (Gould, 1976), separate predictor equations were developed for the following months of service categories: 0 to 23, 24 to 35, 36 to 47, 48 to 59, 60 to 71, and 72 to 203. Cross-validations were performed by applying the predictor equation to each case in the cross-validation group, and correlating the resulting scores with reenlistment intent. A similar regression and cross-validation procedure was used to predict satisfaction with a military career.

5. Stepwise multiple regression procedures were used to predict career intent for the COUNSEFF sample. This variable differed slightly from reenlistment intent in the NOTAP data, since it addressed the respondent's intention to make the Navy a career, rather than to reenlist at the end of the current enlistment. Two separate analyses were performed, one including personnel in the STAR/SCORE programs, and one excluding them.

6. For the COUNSEFF sample, simple correlations were calculated between career intent and actual reenlistment, omitting those who had not yet reached the end of their first enlistment when actual reenlistment was determined, and those with more than 6 years of service at the time reenlistment intent was surveyed.

7. For the COUNSEFF sample, stepwise multiple regressions were calculated and cross-validated to predict actual reenlistment using the 14 job satisfaction variables plus career intent. Two analyses were performed, one on the first-enlistment group, and the other, on the first-enlistment group plus the STAR/SCORE participants.

8. Factor analyses were performed on the 38 NOTAP job satisfaction items for the AD and ET prediction and cross-validation groups, and for the TM and YN total groups. The Statistical Package for the Social Sciences (SPSS) factor analysis program was applied, with principal axis factoring with iterations and oblique rotations, because it was reasonable to assume that the factors could be correlated. Factors with eigenvalues greater than 1.0 were included in the rotated solution.

RESULTS

Job and Military Career Satisfaction

NOTAP Sample

Table 2 lists the five satisfaction items rated highest and the five rated lowest by longevity groups within the NOTAP prediction sample.[1] As shown, items dealing with the interpersonal aspects of Navy jobs (e.g., relations with supervisors) or the work itself (e.g., opportunity to see work results) were consistently rated highest by NOTAP respondents; and those related to military life (e.g., housing or opportunity to select location of duty station), lowest. Results were generally similar across ratings and longevity levels. School training was among the items rated lowest in satisfaction for YNs, but not for the other three ratings. Although the responses of women ETs differed from those of women YNs, the data may be unreliable because of the small number of women ETs sampled.

[1]Because of the large number of tables in this section relative to the amount of text, the tables appear at the end of the section, beginning on page 12.

Table 3 provides mean responses of the NOTAP prediction sample to items on job and military career satisfaction, as well as results of the ANOVA and tests for trends performed for each rating. As shown, LOS was highly related to military career satisfaction. This relationship was nonlinear, with satisfaction generally decreasing from entry to 47 months, and then increasing. An exception occurred in the ET rating, in which about half the respondents enlisted for 6 rather than 4 years. In this rating, the lowest satisfaction was at 60 to 71 months. Satisfaction increased sharply after the second enlistment point, as dissatisfied persons left the service.

Although pay grade was highly correlated with LOS, trends for pay grade were not as clear. Because amount of pay and type of assignments change with pay grade, differences in satisfaction may more clearly reflect actual differences in conditions. Table 4, showing pay grade means and ANOVA results, illustrates general increases in satisfaction with pay grade after an initial decrease.

In general, few differences in satisfaction were found for different levels of education. Where differences occurred, those with more education (especially beyond high school) were less satisfied. Satisfaction decreased significantly with increased aptitude levels for the YN and AD ratings, while differences were not significant for the TM and ET ratings.

When pay grade differences were controlled, differences in satisfaction between men and women were small. Women were less satisfied than men with job challenge and opportunity to contribute, but more satisfied with their job, and more likely to say they would reenlist.

COUNSEFF Sample

Results of the ANOVAs performed on responses of the COUNSEFF samples to items on satisfaction generally paralleled those of the NOTAP respondents. Persons at the end of their first enlistment were least satisfied with their rating and billet. Satisfaction with one's billet increased with increasing pay grade. Overall satisfaction decreased with increasing aptitude level, as it did for NOTAP respondents. Within pay grade, Hospital Corpsmen and ADs were most satisfied; and Operations Specialists, Boilermen, and Machinist's Mates, least satisfied.

Relation Between Satisfaction and Reenlistment Intent

NOTAP Sample

Table 5 lists, for longevity groups within the NOTAP prediction sample, the five items that correlated most highly with overall job satisfaction, military career satisfaction, and reenlistment intent. As shown, overall job satisfaction was predicted largely by variables relating to the work itself (e.g., job challenge), while military career satisfaction was predicted by job satisfaction, job appeal, and variables related to rewards (e.g., pay allowances and prestige). Reenlistment intent was better predicted by military career satisfaction than by job satisfaction. Items related to Navy life, such as shipboard living spaces and opportunity to select location of duty station, were also good predictors of reenlistment intent.

When multiple regression techniques were used to predict reenlistment intent and results cross-validated, few variables improved prediction beyond that achieved using only military career satisfaction. When military career satisfaction was omitted as a predictor, overall job satisfaction contributed most to prediction. Results were similar

across ratings and pay grade groups. Table 6, which provides the results for ADs in the NOTAP sample with less than 48 months of service, shows that other variables aided in prediction only when military career satisfaction was not included. This finding is not surprising, since correlations between items and criteria fluctuated widely between the prediction and cross-validation groups.

As shown on Figure 1, NOTAP respondents were asked to study each satisfaction item and to indicate "How much satisfaction is there now?" AD respondents were also asked to indicate "How much satisfaction should there be?" Thus, for this group, discrepancy scores of "should be" minus "is" were calculated but these scores did not add to prediction. This finding is in agreement with that found by Bowers (1973) and Wanous and Lawler (1972). Also, when "should be" variables were used in multiple regression equations in place of "is" variables, prediction did not increase.

Table 7 summarizes results of multiple regressions performed to predict reenlistment intent for NOTAP prediction and cross-validation longevity groups. For each group, the best single predictor--military career satisfaction--was compared with results of two regression equations, one using the best four or five predictors, and the other using all those predictors that increased the multiple R sufficiently to yield an F greater than 1.0. Clearly, multiple regression yielded no better prediction than simple correlation with the most predictive variable, and often, on cross-validation, resulted in worse prediction. Prediction was lowest among those already committed to the service; that is, those beyond their first enlistment. Because additional variables did not improve prediction, even in this group, separate equations for career and noncareer personnel do not appear to be necessary.

Because of the importance of the military career satisfaction variable in prediction, regression equations were obtained and cross-validated to predict military career satisfaction (see Table 8). When such variables as on-job training, opportunity to select duty station, and pay and allowances were added to the equation, prediction improved. Thus, military career satisfaction may be influenced by satisfaction with these variables, in addition to overall on-job satisfaction.

COUNSEFF Sample

Table 9 displays the results of the regression equations performed to predict career intent for COUNSEFF respondents who were in their first enlistment and who were not participants in the STAR or SCORE early reenlistment programs. When STAR/SCORE personnel were included, a similar regression equation resulted but with a multiple R of .37 rather than .33. In the absence of an overall job satisfaction item, several items contributed significantly to prediction.

Prediction of Actual Reenlistment

Correlations between COUNSEFF respondents' reenlistment intent and actual reenlistment were substantial. For first enlistees only, the point biserial correlation was .37. With only 16 percent reenlisting, the maximum possible point biserial correlation is .64. For first enlistees plus STAR/SCORE enlistees (who had already made a commitment for a second enlistment), the correlation coefficient rose to .52. For this group, 30 percent reenlisted, making the maximum $r = .75$. Thus, reenlistment intent explained from 33 to 48 percent of the variance in actual reenlistment.

Table 10 presents predictors of actual reenlistment for COUNSEFF first-term personnel, excluding STAR/SCORE participants. When STAR/SCORE participants were included, multiple Rs increased. When career intent was used as a predictor, the maximum R increased from .38 to .52. When career intent was not used, the maximum R increased from .18 to .23. An increase in multiple R was expected with the inclusion of the STAR/SCORE enlistees, because they already had made a career decision. Also, their addition to the sample made the criterion split less extreme, thereby reducing the shrinkage in multiple R due to a dichotomous criterion.

The expected drop in prediction from reenlistment intent to actual reenlistment is apparent in comparing the maximum cross-validation correlation, which decreased from .32 in Table 9 to .16 in Table 10.

When career intent was used as a predictor of actual reenlistment, additional items added little to prediction (R increased from .36 to .38). When career intent was not used, most variables did increase prediction, and item-criterion correlations were relatively stable in the original and cross-validation groups. Items such as job involvement, rating satisfaction, and frequency of doing work that is not required show promise as more subtle predictors of actual reenlistment.

Factor Analyses

Factor analyses of the NOTAP data yielded consistent results across the AD and ET prediction and cross-validation groups and the TM and YN total groups. Nine or ten separate factors were generated for each rating group and are listed in Table 11. These factors accounted for 53 to 61 percent of the total variance in the matrices. Of this variance, work opportunities accounted for 53 to 58 percent; pay and housing, for about 10 percent more (except in the AD prediction group in which a separate factor emerged for money); and the other factors, generally for 3 to 7 percent each.

Items and their loadings (from the factor structure matrices) generally were consistent across rating groups. These factors, along with the range of loadings for all items loading .40 or more in at least one group, are listed in Table 12 and described below.

1. Work opportunities--Items loading on this factor included those measuring satisfaction with the specific job (e.g., opportunity to contribute and to demonstrate your capability). These items measure the more intrinsic aspects of the job; that is, those related to the work itself, rather than to conditions of work or the organization.

2. Pay and housing--This factor included items measuring satisfaction with more extrinsic aspects. For the AD prediction group, a separate money factor emerged in addition to a housing factor.

3. Subordinates--The two items dealing directly with subordinates had substantial loadings on this factor; those that measure working relationships (e.g., competence of superiors and acceptance of your recommendations) had moderate loadings.

4. Supervisors--This factor included items that provided direct measures of satisfaction with supervision, as well as those that provided indirect measures of the quality of supervisors (e.g, opportunity to demonstrate your capability, and pressures).

5. Management--Items related to proper utilization of money, material, and personnel had substantial loadings on this factor. Items that would be affected by management actions (e.g., recognition and freedom to do the entire job) had moderate loadings.

6. Navy career--The three job satisfaction measures--overall job satisfaction, overall military career satisfaction, and satisfaction with duty station--had the highest loadings on the Navy career factor, while items dealing with the type of work (e.g., job appeal and challenge) had moderate loadings. This factor was the only one related to reenlistment intent (r's of .50 to .61).

7. Pressures--Only two items, deployment and working schedule, had nontrivial loadings on this factor.

8. Ability to do specific job--This factor included items measuring satisfaction with the specific job as well as with the tools, training, and guidance provided to do that job. For the TM rating, two factors appeared: (a) satisfaction with the specific job, and (b) training and guidance.

9. Professionalism--This factor had the least similarities across rating groups. It generally contained items that describe a situation in which the incumbent has the resources necessary to do a job and is freed from interruptions and job changes so that the job can be completed.

Table 2

Job Satisfaction Items Rated Highest and Lowest
by Groups Within the NOTAP Prediction Sample

Group	Highest 5 Items			Lowest 5 Items		
	Item	N	Mean	Item	N	Mean
Aviation Machinist's Mate[a,c]						
Men with 0-47 months of service	Help Others	610	3.40	On-Base Housing	333	2.04
	OJ Training	644	3.37	Mil Car Sat	606	2.04
	See Results	605	3.32	Personnel	610	2.04
	Rels with Supers	626	3.23	Shipboard Living	260	1.95
	Rels with Subords	568	3.22	Select Duty Sta	606	1.85
Men with 48-71 months of service	See Results	89	3.38	Pay/Allowances	86	2.09
	Help Others	87	3.30	Select Duty Sta	89	2.03
	OJ Training	88	3.28	Personnel	88	1.96
	Comp of Supers	86	3.28	On-Base Housing	56	1.82
	Rels with Supers	90	3.21	Shipboard Living	37	1.68
Men with 72-203 months of service	Help Others	483	3.66	Personnel	482	2.38
	See Results	473	3.64	Pay/Allowances	480	2.36
	Rels with Supers	486	3.56	On-Base Housing	323	2.23
	Worthwhile Work	498	3.53	Select Duty Sta	483	2.19
	Rels with Subords	483	3.51	Shipboard Living	229	1.87
Electronics Technician[b]						
Women	Off-Base Housing	13	4.69	Prestige/Status	17	2.76
	Rels with Supers	18	4.50	Tools/Supplies	18	2.72
	OJ Training	18	4.22	Personnel	17	2.71
	Rels with Subords	16	4.06	BEQ/Barracks	15	2.60
	Surroundings	18	4.00	Select Duty Sta	17	2.53
Men with 0-47 months of service	See Results	453	4.83	BEQ/Barracks	319	2.73
	Rels with Subords	365	4.48	Shipboard Living	350	2.72
	Rels with Supers	465	4.44	Mil Car Sat	448	2.57
	Challenge	463	4.38	On-Base Housing	245	2.38
	Help Others	453	4.36	Select Duty Sta	447	2.22
Men with 48-71 months of service	Rels with Subords	330	4.79	Personnel	359	2.45
	See Results	363	4.50	Sat with Duty Sta	364	2.38
	Help Others	358	4.38	Shipboard Living	302	2.32
	Demo Capability	363	4.17	Mil Car Sat	357	2.22
	Comp of Subords	331	4.16	Select Duty Sta	351	2.19
Men with 72-203 months of service	Rels with Subords	516	5.14	Personnel	533	3.13
	See Results	535	4.90	Select Duty Sta	525	3.04
	Help Others	529	4.79	Pay/Allowances	540	2.98
	Demo Capability	538	4.54	On-Base Housing	415	2.78
	Comp of Subords	517	4.66	Shipboard Living	363	2.60

[a]Means based on responses to a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present.

[b]Means based on responses to a 5-point scale, where 1 = Very little satisfaction present and 7 = Very much satisfaction present.

[c]The 1974-75 NOTAP data base contained no data for women AT or TM respondents.

[d]Because of small sample sizes, TMs with more than 48 months of service were grouped together.

Table 2 (Continued)

Group	Highest 5 Items			Lowest 5 Items		
	Item	N	Mean	Item	N	Mean
			Torpedoman's Mate[b,c,d]			
Men with 0-47 months of service	Rels with Subords	123	4.64	Sat with Duty Sta	143	2.69
	OJ Training	145	4.46	Mil Car Sat	146	2.69
	Rels with Supers	150	4.39	BEQ/Barracks	106	2.62
	Help Others	141	4.33	On-Base Housing	91	2.42
	Contribute	144	4.26	Select Duty Sta	139	2.24
Men with 48-203 months of service	Rels with Subords	287	5.07	Personnel	286	3.13
	Help Others	294	4.81	BEQ/Barracks	212	2.84
	Worthwhile Work	297	4.78	On-Base Housing	213	2.70
	Demo Capability	297	4.75	Shipboard Living	214	2.67
	Rels with Supers	297	4.71	Select Duty Sta	289	2.61
			Yeoman[b]			
Women	Rels with Supers	376	4.98	BEQ/Barracks	267	3.22
	Rels with Subords	304	4.89	Personnel	325	3.10
	See Results	351	4.80	School Training	321	3.07
	Entire Job	365	4.76	Select Duty Sta	331	2.86
	Comp of Supers	362	4.65	On-Base Housing	130	2.72
Men with 0-47 months of service	See Results	404	4.86	Sat with Duty Sta	411	3.12
	Help Others	402	4.85	BEQ/Barracks	272	2.99
	Rels with Supers	413	4.76	Select Duty Sta	375	2.77
	Rels with Subords	346	4.69	On-Base Housing	183	2.65
	Entire Job	402	4.60	Shipboard Living	259	2.47
Men with 48-71 months of service	Rels with Subords	110	5.16	Deployment	49	2.92
	See Results	125	4.74	Personnel	119	2.88
	Help Others	128	4.73	School Training	106	2.57
	Rels with Supers	123	4.72	Shipboard Living	47	2.51
	Demo Capability	132	4.58	On-Base Housing	73	2.40
Men with 72-203 months of service	Help Others	429	5.24	BEQ/Barracks	238	3.19
	Rels with Subords	413	5.24	Select Duty Sta	402	3.14
	Rels with Supers	427	5.11	On-Base Housing	270	3.06
	Demo Capability	440	4.95	School Training	368	2.73
	See Results	423	4.91	Shipboard Living	177	2.61

[a]Means based on responses to a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present.

[b]Means based on responses to a 5-point scale, where 1 = Very little satisfaction present and 7 = Very much satisfaction present.

[c]The 1974-75 NOTAP data base contained no data for women AT or TM respondents.

[d]Because of small sample sizes, TMs with more than 48 months of service were grouped together.

Table 3

Responses of NOTAP Prediction Sample to Items on Job and Military Career Satisfaction--By Months of Service

Rating		Months of Service							Analysis of Variance		Significance of Trend		
		0-23	24-35	36-47	48-59	60-71	72-203	Total	F	p	Linear	Quadratic	Deviation From Quadratic
Overall Job Satisfaction													
AD[a]	N	325	356	319	74	84	87	1245	2.61	.016	.001	.161	.580
	Mean	2.68	2.64	2.79	2.74	2.92	3.14	2.75					
ET[b]	N	188	288	227	242	374	201	1520	4.36	.000*	.020	.263	.001
	Mean	3.81	3.35	3.39	3.15	3.05	3.49	3.33					
TM[b]	N	30	67	149	31	22	25	324	2.75	.103	.007	.406	.076
	Mean	3.17	3.09	2.93	3.68	4.27	3.56	3.19					
YN[b]	N	130	220	323	125	106	122	1026	2.10	.050	.076	.002	.995
	Mean	4.08	3.81	3.74	3.79	4.09	4.34	3.91					
Military Career Satisfaction													
AD[a]	N	313	360	311	74	82	85	1225	11.20	.000*	.000*	.002	.000*
	Mean	2.09	2.04	2.10	2.58	2.77	2.76	2.20					
ET[b]	N	183	286	221	235	368	201	1494	10.73	.000*	.609	.000*	.000*
	Mean	2.88	2.57	2.28	2.26	2.22	3.13	2.50					
TM[b]	N	29	66	147	31	23	24	320	5.80	.000*	.000*	.018	.006
	Mean	3.00	2.91	2.43	3.26	4.30	3.75	2.89					
YN[b]	N	122	216	317	122	100	116	993	12.64	.000*	.000*	.000*	.086
	Mean	3.26	3.09	3.04	4.10	4.09	4.31	3.46					

[a]Means based on responses to a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present.

[b]Means based on responses to a 7-point scale, where 1 = Very little satisfaction present and 7 = Very much satisfaction present.

*$p < .0005$.

Table 4

Response of NOTAP Sample to Items on Job and Military Career Satisfaction--By Pay Grade

Rating		Pay Grade 1-2	3	4	5	6	7	8-9	Total	Analysis of Variance F	p	Significance of Trend Linear	Quadratic	Deviation From Quadratic
Overall Job Satisfaction														
AD[a]	N	120	284	534	635	535	207	86	2401	26.95	.000*	.000*	.230	.000*
	Mean	2.63	2.51	2.81	3.06	3.35	3.30	3.72	3.03					
ET[b]	N	42	145	662	746	474	192	84	2345	19.47	.000*	.000*	.023	.000*
	Mean	3.40	3.11	3.33	3.36	4.01	4.35	4.49	3.59					
TM[b]	N	16	54	122	244	173	69	24	702	10.20	.000*	.000*	.009	.000*
	Mean	3.88	2.76	3.17	3.64	4.12	4.39	4.92	3.73					
YN[b]	N	60	155	476	518	436	252	74	1971	11.90	.000*	.000*	.059	.000*
	Mean	3.57	4.18	3.82	4.01	4.37	4.68	5.19	4.17					
Military Career Satisfaction														
AD[a]	N	121	274	533	620	533	203	83	2367	91.73	.000*	.000*	.027	.000*
	Mean	2.10	1.90	2.23	2.84	3.30	3.44	3.88	2.75					
ET[b]	N	43	138	653	739	474	192	83	2322	85.27	.000*	.000*	.005	.000*
	Mean	2.21	2.09	2.50	2.68	3.86	4.55	4.66	3.05					
TM[b]	N	16	54	119	241	175	68	24	697	29.86	.000*	.000*	.002	.000*
	Mean	3.19	2.41	2.70	3.61	4.58	4.82	5.92	3.79					
TN[b]	N	57	147	461	506	429	251	71	1922	63.11	.000*	.000*	.005	.000*
	Mean	3.33	3.32	3.20	3.93	4.87	5.27	5.61	4.14					

[a]Means based on responses to a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present.

[b]Means based on responses to a 7-point scale, where 1 = Very little satisfaction present and 7 = Very much satisfaction present.

*$p < .0005$.

Table 5

Predictors of Overall Job Satisfaction, Military Career Satisfaction, and Reenlistment Intent for NOTAP Prediction Sample

	Overall Job Satisfaction				Military Career Satisfaction				Reenlistment Intent			
Group	Item	N	r	Mean	Item	N	r	Mean	Item	N	r	Mean
Aviations Machinist's Mates[a]												
Men with 0-47 months of service	Job Appeal	632	.51	2.61	Job Sat	617	.45	2.69	Mil Car Sat	606	.46	2.04
	Challenge	616	.48	2.92	Prestige/Status	588	.29	2.33	Job Sat	617	.19	2.69
	Mil Car Sat	606	.45	2.04	Pay/Allowances	603	.28	2.31	Select Duty Sta	606	.15	1.85
	Demo Capability	623	.43	2.95	Money	577	.28	2.30	Sat With Duty Sta	625	.15	2.45
	Sat With Duty Sta	625	.42	2.45	Challenge	616	.28	2.92	Shipboard Living	260	.14	1.95
Men with 48-71 months of service	Job Appeal	89	.46	3.00	BEQ/Barracks	58	.36	2.66	Mil Car Sat	85	.58	2.68
	Challenge	87	.45	3.16	Select Duty Sta	89	.33	2.03	Sat With Duty Sta	89	.35	2.71
	Prestige/Status	86	.43	2.40	Job Sat	86	.32	2.76	Rels With Subords	86	.35	3.10
	Sat With Duty Sta	89	.40	2.71	Job Appeal	89	.31	3.00	Comp of Subords	85	.31	2.74
	Contribute	89	.39	2.98	Off-Base Housing	71	.30	2.49	Job Sat	86	.31	2.76
Men with 72-203 months of service	Job Appeal	492	.49	3.10	Job Sat	486	.46	3.21	Mil Car Sat	482	.30	3.16
	Demo Capability	489	.48	3.51	Job Appeal	492	.34	3.10	Job Sat	486	.19	3.21
	Mil Car Sat	482	.46	3.16	Prestige/Status	479	.28	2.78	Job Appeal	492	.13	3.10
	Challenge	489	.46	3.44	Pay/Allowances	480	.27	2.36	Comp of Subords	481	.13	3.03
	Best Qualified	487	.43	3.07	Sat With Duty Sta	493	.27	2.90	Personnel	482	.12	2.38
Electronics Technicians[b,c]												
Women	Comp of Supers	18	.78	3.94	Rels With Subords	16	.69	4.06	Mil Car Sat	17	.60	3.53
	Job Appeal	17	.73	3.00	Job Appeal	17	.68	3.00	Job Appeal	17	.52	3.00
	Challenge	18	.72	3.50	Recognition	18	.65	3.00	Money	17	-.50	2.94
	Recognition	18	.72	3.00	Accept Recs	18	.65	3.50	Demo Capability	18	.50	3.44
	Rels with Supers	18	.66	4.50	Comp of Subords	17	.64	3.65	Prestige/Status	17	.49	2.76
Men with 0-47 months of service	Job Appeal	465	.66	3.83	Job Sat	450	.56	3.47	Mil Car Sat	448	.55	2.57
	Worthwhile Work	466	.60	3.90	Sat with Duty Sta	465	.47	3.03	Sat With Duty Sta	465	.30	3.03
	Demo Capability	460	.59	4.03	Personnel	442	.44	2.82	Job Sat	450	.30	3.47
	Accept Recs	434	.56	3.60	Job Appeal	465	.42	3.83	Job Appeal	465	.26	3.83
	Mil Car Sat	448	.56	2.57	Prestige/Status	442	.39	2.98	Recognition	463	.25	3.27
Men with 48-71 months of service	Job Appeal	368	.64	3.44	Job Sat	367	.54	3.09	Mil Car Sat	357	.58	2.22
	Worthwhile Work	368	.64	3.75	Sat With Duty Sta	364	.42	2.38	Job Sat	367	.26	3.09
	Challenge	368	.60	3.96	Challenge	368	.36	3.96	Sat With Duty Sta	364	.19	2.38
	Demo Capability	363	.56	4.17	Comp of Supers	370	.35	3.60	Comp of Supers	370	.17	3.60
	Best Qualified	366	.54	3.72	Worthwhile Work	368	.34	3.75	Prestige/Status	356	.16	3.01
Men with 72-203 months of service	Job Appeal	539	.64	3.96	Job Sat	541	.54	3.88	Mil Car Sat	544	.51	3.69
	Worthwhile Work	543	.63	4.30	Sat With Duty Sta	542	.39	3.50	Job Sat	541	.27	3.88
	Sat With Duty Sta	542	.59	3.50	Personnel	533	.37	3.13	Sat With Duty Sta	542	.24	3.50
	Demo Capability	538	.59	4.54	Worthwhile Work	543	.35	4.30	Personnel	533	.22	3.13
	Prestige/Status	532	.56	3.48	Prestige/Status	532	.34	3.48	Prestige/Status	532	.20	3.48
									Select Duty Sta	525	.20	3.04

[a]Means based on responses to a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present.

[b]Means based on responses to a 7-point scale, where 1 = Very little satisfaction present and 7 = Very much satisfaction present.

[c]The 1974-75 NOTAP Data base contained no data for women AD and TM respondents.

[d]Because of small sample size, TMs with more than 48 months of service were grouped together.

Table 5 (Continued)

Group	Overall Job Satisfaction				Military Career Satisfaction				Reenlistment Intent			
	Item	N	r	Mean	Item	N	r	Mean	Item	N	r	Mean
Torpedoman's Mate[b,c,d]												
Men with 0-47 months of service	Mil Car Sat	146	.66	2.69	Job Sat	145	.66	2.92	Mil Car Sat	146	.52	2.69
	Worthwhile Work	150	.64	3.37	Sat With Duty Sta	143	.46	2.69	Job Sat	145	.39	2.92
	Job Appeal	148	.63	3.38	Pay/Allowances	133	.45	2.91	Pressures	144	.32	3.17
	Challenge	141	.58	3.40	Off-Base Housing	107	.44	3.22	Worthwhile Work	150	.31	3.37
	Prestige/Status	139	.54	3.10	Job Appeal	148	.43	3.38	Job Appeal	148	.30	3.38
Men with 48-203 months of service	Job Appeal	298	.69	4.35	Job Sat	297	.59	4.24	Mil Car Sat	295	.29	4.39
	Sat With Duty Sta	298	.63	3.65	Advancement	297	.48	3.78	Job Sat	297	.23	4.24
	Worthwhile Work	297	.59	4.78	Prestige/Status	290	.42	3.68	Sat With Duty Sta	298	.21	3.65
	Mil Car Sat	295	.59	4.39	Sat With Duty Sta	298	.42	3.65	Challenge	296	.19	4.55
	Challenge	296	.55	4.55	Worthwhile Work	297	.40	4.78	Surroundings	295	.18	4.18
Yeoman[b]												
Women	Job Appeal	382	.72	3.84	Job Sat	376	.61	4.10	Mil Car Sat	362	.42	4.20
	Challenge	368	.63	3.76	Duty Sta Sat	386	.48	3.58	Select Duty Sta	331	.24	2.86
	Duty Sta Sat	386	.63	3.58	Prestige/Status	327	.45	3.27	Prestige/Status	327	.20	3.27
	Worthwhile Work	397	.63	4.16	Job Appeal	382	.44	3.84	Comp of Supers	362	.18	4.65
	Best Qualified	361	.63	3.82	Pay/Allowance	318	.42	3.95	Pay/Allowance	318	.17	3.95
Men with 0-47 months of service	Job Appeal	405	.60	3.82	Job Sat	412	.46	3.84	Mil Car Sat	400	.52	3.13
	Challenge	405	.54	4.03	Duty Sta Sat	411	.41	3.12	Job Sat	412	.30	3.84
	Worthwhile Work	427	.54	4.15	Select Duty Sta	375	.33	2.77	Job Appeal	405	.27	3.82
	Best Qualified	403	.53	3.91	Job Appeal	405	.31	3.82	Sat With Duty Sta	411	.26	3.12
	Duty Sta Sat	411	.48	3.12	Challenge	405	.29	4.03	Shipboard Living	259	.19	2.47
Men with 48-71 months of service	Challenge	129	.71	4.02	Shipboard Living	107	.58	2.32	Mil Car Sat	123	.65	4.12
	Worthwhile Work	132	.67	4.11	Job Sat	123	.55	4.12	Job Appeal	129	.44	3.76
	Duty Sta Sat	124	.62	3.86	Job Appeal	129	.53	3.76	Shipboard Living	107	.43	2.32
	Job Appeal	129	.61	3.76	Worthwhile Work	132	.51	4.11	Deployment	49	.41	2.92
	Prestige/Status	119	.59	3.49	BEQ/Barracks	69	.50	3.62	Job Sat	123	.40	4.12
Men with 72-203 months of service	Duty Sta Sat	442	.65	3.85	Job Sat	437	.52	4.34	Mil Car Sat	427	.38	4.67
	Job Appeal	442	.65	4.16	Prestige/Status	419	.42	3.93	Personnel	414	.20	3.49
	Challenge	433	.63	4.65	Advancement	432	.40	4.13	Worthwhile Work	448	.19	4.71
	Prestige/Status	419	.61	3.93	Personnel	414	.40	3.49	Job Sat	437	.19	4.34
	Demo Capability	440	.57	4.95	Duty Sta Sat	442	.38	3.85	Select Duty Sta	402	.18	3.14

[a]Means based on responses to a 5-point scale, where 1 = Minimum satisfaction present and 5 = Maximum satisfaction present.

[b]Means based on responses to a 7-point scale, where 1 = Very little satisfaction present and 7 = Very much satisfaction present.

[c]The 1974-75 NOTAP data base contained no data for women AD and TM respondents.

[d]Because of small sample size, TMs with more than 48 months of service were grouped together.

Table 6

Multiple Regression Coefficients for Predicting Reenlistment Intent for NOTAP AMs with Less than 48 Months of Service

Item	Prediction Group N	Simple r	Beta Weight	Multiple R	F of Increase in R^2	Cross-Validation (C-V) Group N	Simple r	C-V r[a]
Mil Car Sat Used as a Predictor								
Mil Car Sat	606	.46	.47	.46	53.63***	386	.52	.52
Personnel	610	-.01	-.09	.47	2.61	364	.21	.49
O J Training	644	-.06	-.08	.47	1.57	397	-.03	--
Shipboard Living	260	.14	.07	.48	1.31	411[b]	.15	.50
Mil Car Sat Not Used as a Predictor								
Job Sat	617	.19	.18	.19	7.66***	391	.21	.21
Shipboard Living	260	.14	.11	.22	2.79*	411[b]	.15	--
O J Training	644	-.06	-.11	.25	2.81*	397	-.03	.23
Select Duty Sta	606	.15	.08	.26	1.08	388	.18	.25

[a]The correlation between predicted and actual criterion values.

[b]Mean value substituted for missing data.

*p < .10
**p < .05
***p < .01

Table 7

Multiple Regression Coefficients for Predicting Reenlistment Intent for NOTAP Sample--By Months of Service

Months of Service	Prediction Group				Cross-Validation (C-V) Group			
	Sample Size	Highest Simple r	Multiple R Using Best Items	Multiple R Using Many Items	Sample Size	Highest Simple r	C-V r Using Best Items[a]	C-V r Using Many Items[a]
ADs								
0-23	210	.43	.45	.45	140	.56	.50	.50
24-25	228	.48	.52	.52	149	.44	.43	.43
36-47	210	.46	.51	.51	122	.55	.52	.52
0-47	648	.46	.47	.48	411	.52	.49	.50
48-71	91	.58	.74	.80	76	.64	.50	.53
72-203	503	.30	.32	.38	335	.22	.21	.21
ETs								
0-23	154	.59	.64	.72	74	.56	.51	.41
24-35	176	.55	.62	.66	121	.56	.53	.56
36-47	143	.49	.53	.56	91	.51	.29	.20
0-47	473	.55	.57	.59	286	.55	.52	.50
48-71	377	.58	.59	.60	261	.56	.53	.54
72-203	552	.51	.53	.54	340	.43	.42	.44
TMs								
0-47	153	.53	.60	.63	121	.75	.66	.60
48-203	305	.29	.35	.41	156	.24	.09	.06
YNs								
0-23	121	.55	.64	.64	77	.40	.31	.31
24-35	126	.55	.63	.63	106	.54	.56	.56
36-47	194	.48	.57	.63	155	.56	.46	.36
0-47	441	.52	.55	.57	338	.52	.51	.49
48-71	133	.65	.69	.74	110	.39	.39	.38
72-203	462	.38	.47	.50	280	.36	.31	.33

[a]The correlation between the predicted and actual criterion values.

Table 8

Multiple Regression Coefficients for Predicting Military Career Satisfaction for NOTAP AMs

Months of Service	Item	Prediction Group N	Simple r	Beta Weight	Multiple R	F of R^2 Increase	Cross-Validation (C-V) Group N	Simple r	C-V r[a]
0-47	Job Sat	617	.45	.29	.45	51.83***	374	.43	.43
	Pay/Allowance	603	.28	.12	.48	6.87***	360	.25	--
	Select Duty Sta	606	.27	.12	.50	4.76**	371	.28	--
	Best Qualified	626	.27	.11	.51	3.24*	376	.24	.48
	Money	577	.28	.11	.52	2.63	342	.18	--
	Prestige/Status	588	.29	.09	.52	1.73	362	.23	--
	O J Training	644	.06	-.08	.53	1.77	373[b]	.04	--
	Deployment	336	.10	.07	.53	1.24	376[b]	.07	.49
48-71	BEQ/Barracks	58[b]	.36	.22	.36	3.96*	72[b]	.12	.12
	Off-Base Housing	71[b]	.30	.19	.45	2.29	72[b]	.10	--
	Select Duty Sta	89	.33	.23	.49	1.46	68	.08	--
	O J Training	88	-.14	.25	.53	1.23	70	.03	--
	Job Appeal	89	.31	.26	.59	2.54	69	.48	.34
	Best Qualified	90	-.09	.24	.62	1.23	69	-.07	--
	Job Sat	86	.32	.21	.65	1.12	70	.49	.42
72-203	Job Sat	486	.46	.37	.46	52.48***	309	.44	.44
	Advancement	494	.26	.12	.50	8.51***	314	.31	--
	Pay/Allowance	480	.27	.08	.52	4.66**	311	.31	.51
	Job Appeal	492	.35	.10	.53	2.88*	311	.15	--
	Job Changes	473	-.02	-.11	.54	2.88*	307	.19	--
	Select Duty Sta	483	.22	.08	.55	2.66	309	.23	.37
	Contribute	481	.12	-.14	.55	1.66	309	.25	--
	Comp of Subords	481	.19	.09	.56	2.07	306	.19	--
	Prestige/Status	479	.29	.11	.57	2.16	309	.32	--
	Money	451	.23	.07	.57	1.19	287	.20	.49

[a]The correlation between the predicted and actual criterion values.

[b]Mean values substituted for missing data.

*p < .10.
**p < .05.
***p < .01.

Table 9

Multiple Regression Coefficients for Predicting Career Intent for COUNSEFF First-Term Enlisted Personnel, Excluding STAR/SCORE Participants

	Prediction Group					Cross-Validation (C-V) Group		
Item	N	Simple r	Beta Weight	Multiple R	F of Increase in R	N	Simple r	C-V r[a]
Involvement	754	.26	.19	.26	49.39**	579	.22	.22
P.O. Pride	729	.15	.08	.28	9.47**	575	.21	.28
Rating Sat	756	.20	.09	.30	7.03**	579	.21	--
Extra Work	748	.15	.08	.31	5.05*	579	.19	--
Amount Used	738	.14	.08	.32	4.13*	579	.17	.32
Billet Sat	758	.15	-.06	.32	1.21	582	.09	--
J.O. Pride	715	.13	.09	.32	1.22	563	.11	--
J.O. Career	722	.07	-.08	.33	2.01	563	.05	.32

[a]The correlation between the predicted and actual criterion values.

*p < .05.
**p < .01.

Table 10

Predictors of Actual Reenlistment for COUNSEFF First-Term Enlisted Personnel, Excluding STAR/SCORE Participants

Item	Prediction Sample N	Simple r	Beta Weight	Multiple R	F of Increase in R	Cross-Validation Sample N	Simple r	Cross-Validation r[a]
Career Intent Used as a Predictor								
Career Intent	750	.36	.36	.36	106.02**	585	.39	.39
Situational Prob	759	.14	.09	.38	7.39**	599	.07	.39
Career Intent Not Used as a Predictor								
Situational Prob	759	.14	.10	.14	13.72**	599	.07	.07
Rating Sat	756	.11	.09	.16	4.22*	607	.15	.13
J.O. Pride	715	.08	.07	.17	1.47	591	.05	.14
P.O. Pride	729	.08	.04	.17	.71	604	.06	—
Extra Work	748	.05	.02	.17	.64	606	.08	—
J.O. Career	722	.06	-.04	.17	.50	589	.08	—
Amount Used	738	.05	.03	.18	.50	608	.01	—
Billet Sat	758	.06	-.04	.18	.46	608	.05	—
Involvement	754	.09	.04	.18	.71	606	.08	—
Choose Rating	759	.07	-.03	.18	.31	600	.09	—
Personal Prob	761	.06	.02	.18	.21	599	.08	—
Life Sat	761	.04	-.02	.18	.28	601	.03	.16

[a]The correlation between predicted and actual criterion values in the cross-validation group.

*p < .05.
**p < .01.

Table 11

Results of Factor Analyses of Responses to NOTAP Items

Factor	AD		ET		TM	YN
	Prediction Group (N = 1517)	Cross-Validation Group (N = 1010)	Prediction Group (N = 1498)	Cross-Validation Group (N = 965)	Total Group (N = 735)	Total Group (N = 2768)
Work Opportunities	53.2	53.4	57.8	57.9	55.5	57.6
Pay and Housing	5.8[a]	10.1	10.6	10.3	9.1	11.6
Subordinates	7.4	4.5	6.0	7.2	6.5	6.6
Supervisors	3.8	3.8	6.5	5.7	4.0	5.1
Management	10.1	5.6	4.6	3.4	4.8	6.0
Navy Career	5.4	6.5	5.5	5.3	7.1	4.1
Pressures	4.5	6.8	2.9	4.1	3.4	3.0
Ability to Do Specific Job	3.6	3.6	3.6	3.1	2.3	3.6
Professionalism	3.0	3.0	2.4	2.9	2.9	2.4
Money	3.3	--	--	--	--	--
Training/Supplies	--	--	--	--	4.4	--
Duty Station	--	2.7	--	--	--	--

[a]Includes housing but not pay items for AD Prediction group.

Table 12

Selected Item-Factor Correlations (Factor Loadings)
for Nine Job Satisfaction Factors

Factor	Item[a]	Range of Item-Factor Correlations
Work Opportunities	Contribute	.71 - .85
	Demo Capability	.72 - .82
	Prestige/Status	.53 - .72
	Accept Recs	.48 - .68
	Job Sat	.52 - .64
	Challenge	.54 - .63
	Help Others	.50 - .62
	Worthwhile Work	.52 - .61
	Best Qualified	.48 - .57
	Recognition	.34 - .56
	Job Appeal	.44 - .55
	See Results	.41 - .55
	Entire Job	.32 - .54
	Rels with Supers	.36 - .45
	Personnel	.28 - .43
	O J Training	.21 - .42
	Sat with Duty Sta	.30 - .41
Pay and Housing	Shipboard Living	.56 - .69
	BEQ/Barracks	.44 - .68
	On-Base Housing	.44 - .65
	Pay/Allowances	.48 - .63
	Off-Base Housing	.43 - .60
	Advancement	.22 - .44
	Loc Duty Sta	.29 - .42
	Money	.24 - .42
	Mil Car Sat	.31 - .41
	Material	.26 - .40
Subordinates	Rels with Subords	.69 - .88
	Comp of Subords	.69 - .82
	Accept Recs	.35 - .49
	Rels with Supers	.30 - .48
	Job Sat	.25 - .43
	Comp of Supers	.24 - .43
	Demo Capability	.28 - .42
	Prestige/Status	.21 - .40

[a]Only items with factor loadings of .40 or more in at least one rating group are included.

Table 12 (Continued)

Factor	Item[a]	Range of Item-Factor Correlations
Supervisors	Comp of Supers	.77 - .86
	Rels with Supers	.74 - .80
	Recognition	.36 - .57
	Accept Recs	.41 - .54
	Job Sat	.35 - .51
	Personnel	.26 - .47
	Guidance	.29 - .46
	Demo Capability	.32 - .45
	Contribute	.33 - .43
	Pressures	.18 - .43
	Duty Sta Sat	.24 - .41
	Job Appeal	.27 - .40
	Best Qualified	.23 - .40
	Challenge	.23 - .40
Management	Material	.81 - .91
	Money	.77 - .86
	Personnel	.56 - .68
	Recognition	.32 - .50
	Job Sat	.24 - .50
	Comp of Supers	.27 - .46
	Prestige/Status	.34 - .45
	Duty Sta Sat	.26 - .45
	Tools/Supplies	.34 - .44
	Contribute	.30 - .44
	Entire Job	.27 - .44
	Worthwhile Work	.26 - .43
	Accept Recs	.28 - .42
	Rels with Supers	.25 - .41
	Demo Capability	.25 - .41
Navy Career	Mil Car Sat	.73 - .83
	Job Sat	.59 - .79
	Sat with Duty Sta	.37 - .65
	Job Appeal	.36 - .62
	Worthwhile Work	.34 - .61
	Challenge	.31 - .57
	Prestige/Status	.37 - .47
	Personnel	.24 - .44
	Select Duty Sta	.22 - .44
	Demo Capability	.30 - .42
	Recognition	.27 - .40

[a]Only items with factor loadings of .40 or more in at least one rating group are included.

Table 12 (Continued)

Factor	Item[a]	Range of Item-Factor Correlations
Pressures	Deployment	.41 - .72
	Working Schedule	.35 - .58
Ability to do Specific Job	Job Appeal	.45 - .76
	Worthwhile Work	.38 - .70
	Challenge	.36 - .68
	Job Sat	.37 - .63
	O J Training	.43 - .60
	Best Qualified	.43 - .58
	Guidance	.34 - .54
	Demo Capability	.28 - .53
	Contribute	.23 - .50
	School Training	.34 - .45
	See Results	.19 - .42
	Tools/Supplies	.19 - .41
	Prestige/Status	.15 - .40
Professionalism	Entire Job	.37 - .69
	Recognition	.34 - .63
	Pressures	.39 - .58
	Accept Recs	.24 - .54
	Tools/Supplies	.29 - .51
	Best Qualified	.27 - .51
	Job Sat	.19 - .50
	Job Change	.25 - .49
	Surroundings	.24 - .47
	Prestige/Status	.21 - .46
	Demo Capability	.21 - .44
	See Results	.28 - .41
	Worthwhile Work	.18 - .41

[a]Only items with factor loadings of .40 or more in at least one rating group are included.

DISCUSSION

Both reenlistment intent and actual reenlistment can be better predicted by organizational commitment than by satisfaction with specific job aspects. For the NOTAP sample, variables other than military career satisfaction added little to prediction. For the COUNSEFF sample, involvement (a measure of organizational commitment) was the best predictor of career intent, which, in turn, was the best predictor of actual reenlistment. Thus, it appears that satisfaction with aspects of the work itself are less important than satisfaction with the organization as a whole for predicting retention, particularly in an institution such as the Navy, which exerts a large influence over many aspects of life beyond the specific job.

Specific aspects of the job may influence retention indirectly through organizational commitment in the manner hypothesized by Nealey (1972) and Kraut (1975). If people vary in the relative importance they assign to different satisfiers, any one aspect of satisfaction may not be strongly related to retention when responses from different people are combined. Organizational commitment, however, may serve partly as a summary measure of each individual's feelings of satisfaction, regardless of which specific satisfiers caused such feelings.

The inclusion of specific job satisfaction items (e.g., satisfaction with pay and allowances, opportunity to select location of duty station, and job involvement) in predicting military career satisfaction or career intent in these data sets gives some support to the indirect influence of specific aspects of the job. In any case, for predicting career intent, specific satisfaction items contribute little unique information.

Information on specific areas of satisfaction may be useful for purposes other than predicting retention, however. Results from the factor analyses suggest that this information could be collected more efficiently. For the work opportunities factor, the large number of items having substantial loadings suggests that the majority of the information could be obtained by using only a few items. Other factors might be measured with fewer items as well.

The nine or ten job satisfaction factors tapped by the existing NOTAP surveys (Table 11) were similar to those found in other factor analysis studies (Smith, Smith, & Rollo, 1974; Tuttle, Gould, & Hazel, 1975). Gould's (1978) analysis of the 348-item Air Force Occupational Attitude Inventory, however, resulted in 35 factors that were more specific than the factors found in this study (e.g., physical safety, creativity, and performance evaluation). These other aspects of job satisfaction could be included in the NOTAP surveys, if a requirement existed for this information.

Another way to identify specific aspects of the job that are dissatisfying and that might be targets for ameliorative action would be to have NOTAP survey respondents rate their satisfaction with each specific task. However, because such thoroughness would be prohibitively time-consuming, it would be better to have respondents list the five most and least satisfying tasks performed and tools and equipments used. If many respondents listed the same tasks or tools/equipments, this information could be used in equipment and job design to make the overall job more satisfying.

Improvement in specific job satisfiers may not necessarily result in increased retention. It may be that, although respondents are dissatisfied with specific aspects, their decision to reenlist is not influenced by these aspects but, rather, by dissatisfaction with the military way of life. If this is the case, increases in pay or improvements in

housing or job challenge may increase respondents' satisfaction with these specific items but not change their more basic dissatisfaction with a military career. In the case of pay, Hellriegel and White (1973) suggest that people become dissatisfied with other aspects of the job, and then look for a higher paying job. It is possible, therefore, that dissatisfaction with a military career causes dissatisfaction with pay, rather than the reverse.

It is important, then, not only to identify areas of dissatisfaction but also to determine whether changes in these areas will affect retention. A first step in this process might be to add items measuring satisfaction with aspects of Navy life (rather than the job itself). From these items, those with relatively low satisfaction levels and at least moderate correlations with reenlistment intent (i.e., ability to select location of duty station in the present NOTAP survey) would be appropriate areas for further study. Such a study should include developing programs to address the problems in a clearly defined area (e.g., pilot programs to increase an individual's influence over the location of their duty station) and then evaluating the effect of these programs on retention.

Results of this study raise several methodological issues as well as theoretical ones. When evaluating the relationship of intent to remain in an organization with actual retention, it is important to analyze separately those who have already enrolled in a career incentive program, in order not to inflate spuriously the correlations. In the Navy, these opportunities were available via the STAR and SCORE programs, and inclusion of these participants did, in fact, increase overall correlations between career intent and reenlistment. Other military services and civilian organizations may have similar programs that commit people to remain with the organization for specified time periods, and these should be considered in examining retention.

The form of the career intent item itself may influence the validity of job satisfaction items in predicting career intent, or the validity of career intent in predicting actual career decision. For example, a dichotomous rather than a continuous response scale will limit the maximum obtainable correlation. An evaluation of alternative forms of career intent items for predicting retention, therefore, would help in understanding the relationship between intent and actual retention, and would make comparisons across studies using different forms less difficult.

Although reenlistment intent is an effective predictor of actual reenlistment, there may be situations where it is not desirable to ask about reenlistment plans directly. In such cases, responses to questions about job involvement and frequency of doing nonrequired work such as the ones that were included on the COUNSEFF survey or similar items from the Mowday, Steers, and Porter (1978) Organizational Commitment Questionnaire may be useful for predicting reenlistment.

CONCLUSIONS

1. Both reenlistment intent and actual reenlistment can be better predicted by measures of organizational commitment than by satisfaction with specific job aspects.

2. Most of the information obtained from the 38 NOTAP items could be obtained using fewer items, tapping nine factors.

RECOMMENDATIONS

1. The number of NOTAP job satisfaction items should be reduced by selecting one or two items with high loadings on each identified factor. Suggested items are listed as items 1-23 in Figure 3.

2. Items asking respondents to identify the five most and least satisfying tasks performed and tools and equipments used should be added to the NOTAP surveys. A suggested format is given as item 24 in Figure 3.

3. Items measuring organizational commitment should be added to the NOTAP surveys. Suggested items are displayed as items 25 and 26 in Figure 3.

For each of the following statements answer the question: HOW MUCH IS THERE NOW?

1. Opportunity to contribute.
2. Adequate shipboard living spaces.
3. Adequacy of pay/allowances.
4. Overall military career satisfaction.
5. Satisfaction with working schedule (tempo of operations).
6. Satisfaction with deployment from homeport.
7. Freedom from job pressures.
8. Opportunity to do the job for which you are best qualified.
9. Adequate tools/supplies to do the job.
10. Opportunity to select location of duty station.
11. Satisfaction with present duty station.
12. Overall job satisfaction.
13. Adequate BEQ or on-base housing.
14. Proper utilization of material and personnel.
15. On-job and school training.
16. Working relationships with supervisors.
17. Working relationships with people who work for you.
18. Working relationships with persons who work with you (peers).
19. Opportunity to choose rating.
20. Navy services and benefits available to you.
21. Navy services and benefits available to your family.
22. Opportunity for advancement.
23. Opportunity to demonstrate your capabilities.

24. Review parts E (Equipment/Tools/Systems) and F (Tasks) as they relate to your satisfaction on the job. List the item numbers of:

    a. The five Equipment/Tools/Systems with which you are most dissatisfied: (1) (1) _____, (2) _____, (3) _____, (4) _____, (5) _____.

    b. The five Equipment/Tools/System with which you are most satisfied: (1) _____, (2) _____, (3) _____, (4) _____, (5) _____.

    c. The five Tasks with which you feel the most dissatisfied: (1) _____, (2) _____, (3) _____, (4) _____, (5) _____.

    d. The five Tasks with which you feel the most satisfied: (1) _____, (2) _____, (3) _____, (4) _____, (5) _____.

25. Some people are completely involved in their job--they are absorbed in it day and night. For other people, their job is simply one of their several interests. So far as your involvement in your job, you feel:

    a. Very slightly involved; other interests are more absorbing.
    b. Slightly involved.
    c. Moderately involved; your job and other interests are equally absorbing.
    d. Strongly involved.
    e. Very strongly involved; your work is the most absorbing interest in your life.

26. How often do you do some extra work for your job which isn't really required of you?

    a. About once a month or less.
    b. Once every few weeks.
    c. About once a week.
    d. Several times a week.
    e. Almost every day or more.

Figure 3. Suggested job satisfaction items for use on NOTAP surveys.

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